

Module 4

Recruitment

Process

Module 4 :- Recruitment Process

Person-Job Fit or Person-Organization Fit

it is important for both the job applicant and the organization to ensure that the right job goes to the right person. Taking the wrong job may be just as disastrous for the employee as for the organization.

Recruitment and selection, therefore, involves the organization (represented by the manager) and the applicant trying to discover the extent to which their separate interests are likely to be served by the appointment. In other words, it is a two-way process.

There are two different approaches to assessing suitability for a particular job: person-job fit and person-organization fit. They are based on different assumptions about people and what determines their behavior at work.

Task

Person-job fit - The traditional approach to recruitment and selection is based on the view that organization's should specify the requirements of the job as closely as possible and then look for individuals whose personal attributes fit those requirements.

It is based on the assumption that human behavior is determined by factors particular to the individual, and the clear implication is that selection techniques should be concerned with accessing and measuring these personal factors, which can then be compared with those required for the job. A criticism of the person-job fit is that the nature of jobs change and organizations may benefit more from people who have the capacity to adapt to their changing role within the organization.

Motivation

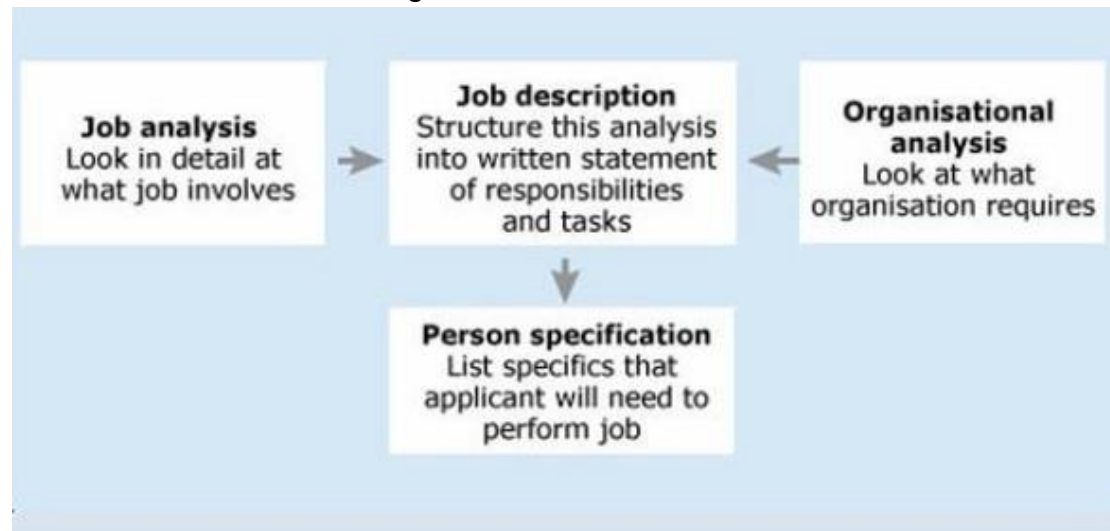
Person-organization fit - This approach stresses that people's behavior and performance are strongly influenced by the environment in which they find themselves. So being successful in a job in one organization does not necessarily imply success in a similar job in another.

In assessing the suitability of a job applicant a manager should explore the reasons why a person has performed well in their existing job and consider whether similar conditions apply in the new job.

Advocates of the person-organization fit approach stress that an important consideration in recruitment is how suited the applicant is to the organization - its style, approach, pace of change and informal ways of working. In other words, you need to think beyond whether someone simply has the technical skills to perform in the job and assess their fit with the culture of the organization.

Job Assessment

To find the right person for the job, you need to have an accurate idea of the job itself and of the particular skills and attributes it demands. This can be carried out in a series of stages outlined below.



Job analysis

Job analysis involves examining a job systematically and in detail. There is no single way of doing this. Some methods include:

- 1) Direct observation may be helpful if you are analyzing repetitive manual jobs, for example.
- 2) Discussion with the current job holder and supervisor or line manager is also a useful source of information.
- 3) Another method of job analysis is to use the checklist approach, ticking off the various aspects of the job as you consider them.

Organizational analysis

the broader organizational requirements can be as important as the specific ones for the job itself.

The organization needs creativity, flexibility, the ability to work in a small team, and so on, from the job holder.

In line with the person-organization fit described earlier, it is important to think beyond the technical aspects of the job to the cultural aspects of the organization.

Job description

from your analysis of the job you can write a job description which will state what the job holder is responsible for and what they are required to do.

There is no one right way of setting out job descriptions. An accurate job description has various uses outside the recruitment process:

For example, it can be used to review staff performance in appraisals or to assess training needs when someone new starts with the organization.

Within the recruitment process, the job description leads on to the next stage of specifying the type of person you are looking for to fill your vacancy.

Person specification

once the job and organizational analyses and the job description have been completed, the next stage is to write a specification of the kind of person needed to fill the job you have just described.

It is important to be as precise as possible about the skills, knowledge, qualifications and attributes that are required for the job and about the experience and personal characteristics that are needed. It is good practice to specify what is essential or the minimum required to perform the job, as well as what is desirable.

To decide on the qualities required for the person specification you need to pick out key features from the job description. Think also about the context of the job and the wider organizational requirements to specify any elements of person-organization fit that are important.

Recruiting Employees

There are two principal ways to recruit workers: internally and externally. Most companies will actively use both methods, ensuring opportunities for existing employees to move up in the organization while at the same time fielding new talent. Depending on the time frame and the specialization of the position to fill, some methods will be more effective than others. In either case, the establishment of a comprehensive job description for every position for which the company recruits will help to narrow the scope of the search, and offer more qualified candidates, aiding in search efficiency.

Internal recruitment

Internal recruitment is often the most cost effective method of recruiting potential employees, as it uses existing company resources and talent pool to fill needs and therefore may not incur any extra costs. This is done in two principal ways:

- Advertising job openings internally
- Using networking

Advertising job openings internally

This is the act of using existing employees as a talent pool for open positions. It carries the advantage of reallocating individuals that are qualified and familiar with the company's practices and culture while at the same time empowering employees within the organization. It also shows the company's commitment to, and trust in, its current employees taking on new tasks.

Using Networking

This Method can be used in a variety of different ways.

First, this recruitment technique simply post the question to existing employees on whether anybody is aware of qualified candidates that they know personally which could fill a position. Known as employee referrals, this method often gives bonuses to the existing employee if the recommended applicant is hired. Another method uses industry contact and membership in professional organization to help create a talent pool, through simple word-of-mouth information regarding the needs of the organization

External recruitment

focuses resources on looking outside the organization for potential candidates and expanding the available talent pool. The primary goal of external recruitment is to create diversity among potential candidates by attempting to reach a wider range of individuals unavailable through internal recruitment.

- Traditional advertising
- Job fairs and campus visits

- Headhunters and recruitment services
- online recruitment

-Traditional advertising

this often incorporates one or many forms of advertising, ranging from newspaper classifieds to radio announcements. It is estimated that companies spend USD 2.18 billion annually on these types of ads. Before the emergence of the Internet, this was the most popular form of recruitment for organizations, but the decline of readership of newspapers has made it considerably less effective

- Job fairs and Campus visits

Job fairs are designed to bring together a comprehensive set of employers in one location so that they may gather and meet with potential employees. The costs of conducting a job fair are distributed across the various participants, and can offer an extremely diverse set of applicants. Depending on the proximity to a college or university, campus visits help to find candidates that are looking for the opportunity to prove themselves and have minimum qualifications, such as a college education, that a firm seeks.

- Headhunters and recruitment services

these outside services are designed to essentially compile a talent pool for a company; however they can be extremely expensive. Although this service can be extremely efficient in providing qualified applicants for specialized or highly demanded job positions the rate for the services provided by headhunters can range from 20 to 35 per cent of the new recruit's annual salary if the individual is hired.

- Online recruitment

The use of the Internet to recruit a talent pool is quickly becoming the preferred way of doing so, due to its ability to reach such a wide array of applicants extremely quickly and cheaply. There are many ways to turn the Internet into a recruitment tool for your company.

Dealing with HR Administration

Handling the administration of the recruitment process is largely a clerical activity - but that does not mean you can ignore it. Here are a few points you should bear in mind:

Inquiries from candidates

Candidates will be particularly anxious to know what is happening, so you will probably need to brief the switchboard and your colleagues or secretary to handle expected calls.

Application forms

application forms and further particulars should be ready to go out immediately after a candidate contacts the organisation. Keep records of the people to whom they are sent.

returned application forms

returned application forms, and acknowledge these by return of post, preferably with some indication of what the next step will be. If costs prevent this, invite applicants to include a stamped addressed envelope if they require acknowledgement of receipt.

Giving Notices

Give as much notice as possible to those whom you intend to interview, giving them some choice of date and time if that is feasible, and ask them if they have any special needs. They should also be given a name and telephone number to contact if they have any queries. Make sure they know where and when to attend for the interview.

Shortlisting

It is common to shortlist up to six applicants per position, but the exact number may reflect the time you have available for interviewing and the strength of the applicants. The important point is to ensure that as far as possible you finish up with the best possible candidates on the shortlist. Send a courteous letter to those who are not shortlisted as soon as you are certain they will not be required.

References

If you intend to take up references, you should send out letters as soon as possible, allowing plenty of time for the references to arrive before the date of the interviews. But make sure candidates are happy for you to ask for references from their current employer before you send out the letters. References can be useful, but they do have some limitations: no one would supply the name of a referee who was likely to give a bad reference. It is helpful for referees if you enclose all the information sent out to the prospective candidate and point out clearly any essential requirements of the

job. You may want to ask specific questions relating to the candidate's suitability in certain areas.

Correspondence

Keep detailed records of all correspondence at every stage.